

MANAGEMENT
STANDARDS SERIES



STRATEGIC PLANNING PROCESS OUTLINE

DECEMBER, 1982

HC
79
.E5
S771
1982



Ministry
of the
Environment

The Honourable
Keith C. Norton, Q.C.,
Minister

Gérard J. M. Raymond
Deputy Minister

Copyright Provisions and Restrictions on Copying:

This Ontario Ministry of the Environment work is protected by Crown copyright (unless otherwise indicated), which is held by the Queen's Printer for Ontario. It may be reproduced for non-commercial purposes if credit is given and Crown copyright is acknowledged.

It may not be reproduced, in all or in part, part, for any commercial purpose except under a licence from the Queen's Printer for Ontario.

For information on reproducing Government of Ontario works, please contact Service Ontario Publications at copyright@ontario.ca

MINISTRY OF THE ENVIRONMENT

STRATEGIC PLANNING PROCESS OUTLINE

DECEMBER, 1982

Policy and Planning Branch

HC
79
125
S771
1982

INDEX

| | Page No. |
|--|----------|
| Introduction | 1 |
| Corporate Objectives as a Basis for Strategic Action | 5 |
| First Step of the Process | 8 |
| Second Step of the Process | 10 |
| Third Step of the Process | 12 |
| Fourth Step of the Process | 13 |
| Link to the Policy Development and Approval Process | 14 |
| Link to the Operational Planning Process | 14 |
| ANNEX I : Strategic Planning Committee Terms of Reference and Membership | |
| ANNEX II : Policy Development Committee Terms of Reference and Membership | |

Introduction

The success of the Ministry's Strategic Planning Process and the ultimate implementation of the plans that it generates depend on the participation of Ministry managers in the process and the degree to which Ministry managers are aware of strategic planning decisions.

This brochure is intended to introduce and explain the process being implemented by the Ministry.

The Strategic Planning Process and the Policy Development and Approval Process are the two processes used by the Ministry of the Environment to evaluate and set direction. Their application within the overall management cycle is explained in the Ontario Public Service Booklet entitled "Ministry Management Processes: An Overview".

Strategic Planning within the Ministry of the Environment has the following meaning:

Strategic Planning is the process of establishing broad, Ministry-wide objectives and then selecting courses of action that will achieve those objectives over the long term.

The Strategic Planning Process is thus intended to

- . determine the overall long range direction of the Ministry,
- . anticipate new environmental issues and challenges,
- . determine proactive plans and courses of action for addressing anticipated environmental issues, and
- . determine the context for the Ministry's operational planning and policy development processes.

A companion document, "Strategic Planning Guidelines" outlines in some detail the application of a Strategic Planning Process within the Ministry of the Environment. The guideline highlights the specific events and scheduling within the strategic planning cycle.

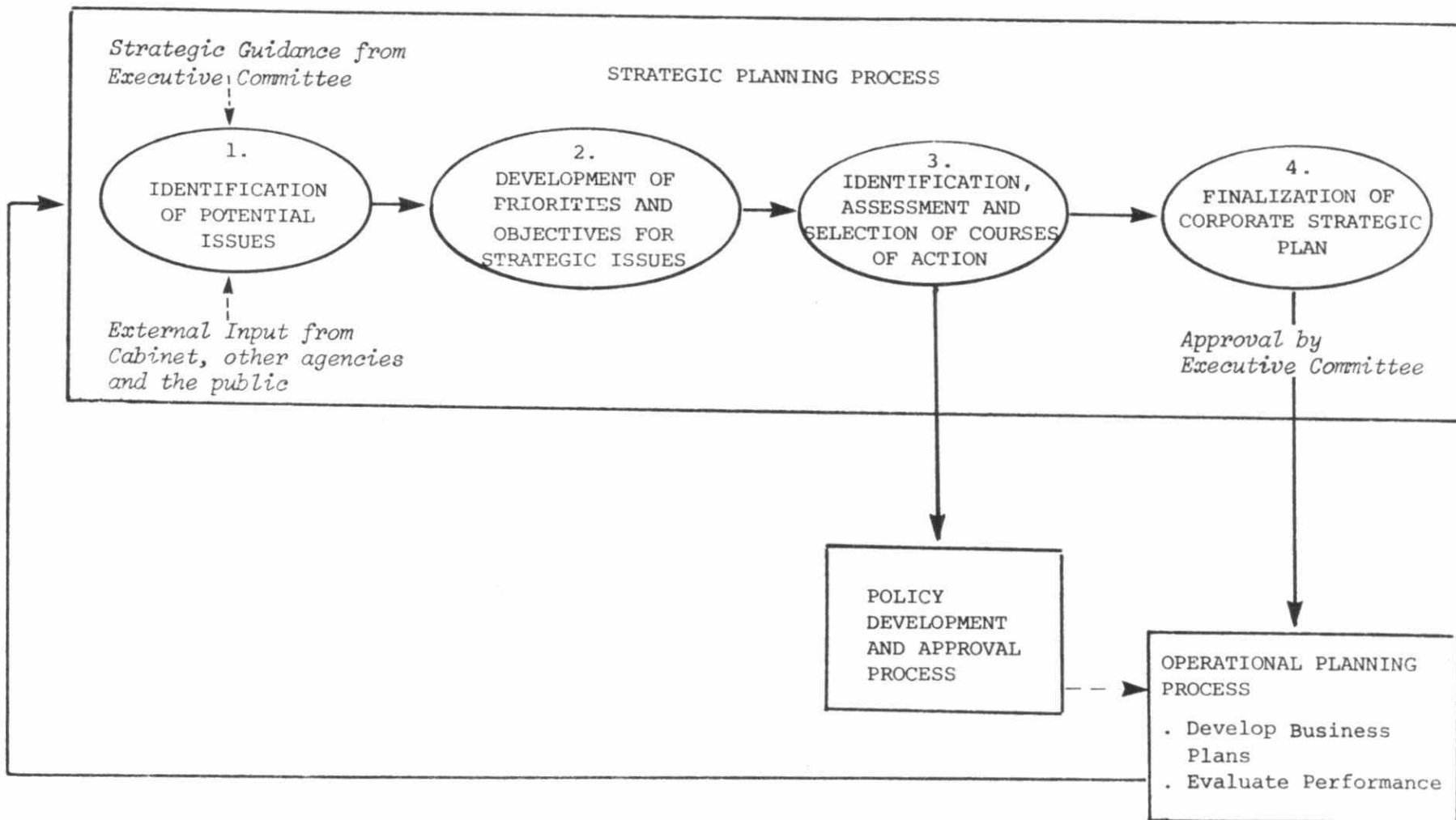
The key components within the Ministry's Strategic Planning Process are:

1. A process for identifying potential issues likely to be significant to the Ministry's corporate objectives and mandate;
2. A process for assigning priorities to those issues in relation to on-going programs, and for determining which issues need to be addressed as part of a strategic plan;
3. A process for identifying, assessing, and selecting broad courses of action for dealing with priority issues;
4. Completion of detailed corporate strategic plans for the priority issues.

This document discusses each of these components in more detail, within the process shown graphically in Figure 1.

Annually, the Strategic Planning Process concludes with the production of a set of plans for implementation through the Operational Planning Process or the Policy Development and Approval Process. These processes are described in the document "Operational Planning Guidelines" and "The Manual of Environmental Policies" respectively.

Figure 1.



Corporate Objectives as a Basis for Strategic Action

Appropriate goals and objectives are imperative for establishing a framework for actions and decisions.

The Ministry's current Goal Statement and corporate environmental objectives are given on page 6.

The roles of the various organizational units of the Ministry were revised as a result of the 1982 reorganization of the Ministry; they are in the document "Meeting the Environmental Challenges of the 1980's". Organizational roles at the Divisional level are summarized on page 7.

The Strategic Planning Process outlined in this document is intended to derive specific results in support of these corporate objectives.

STATEMENT OF OBJECTIVES

Ministry Mandate: To be the Provincial presence in the area of environmental protection, with the responsibility for achieving objectives for environmental quality while supporting the economic and social development goals of the Province.

Ministry Goal: To achieve and maintain a quality of the environment - including air, water and land - that will protect human health and the ecosystem and will contribute to the well-being of the people of Ontario.

Corporate
Environmental
Objectives:

- o To ensure that drinking water supplies are adequate for the protection of human health.
- o To ensure that all surface waters are of a quality which is satisfactory for aquatic life and recreational uses.
- o To protect the quality of ground water for the greatest number of beneficial uses.
- o To ensure the fair sharing and conservation of surface and ground water.
- o To encourage the development of a water supply and sewage treatment infrastructure that will support the Province's economic and social development.
- o To ensure an ambient air quality in Ontario that will have no detrimental effects on human health, or on the natural environment.
- o To reduce or prevent detrimental effects on land, flora, fauna and people resulting from wastes not discharged to air or water.
- o To promote the safe and proper use of pesticides.
- o To provide for the consideration of natural and environmental factors in the decision-making processes of the proponents of major undertakings.

ORGANIZATIONAL ROLES

| ENVIRONMENTAL PLANNING DIVISION | INTERGOVERNMENTAL RELATIONS AND STRATEGIC PROJECTS DIVISION | POLICY AND PLANNING BRANCH | REGIONAL OPERATIONS DIVISION | FINANCE AND ADMINISTRATION DIVISION |
|--|--|--|---|--|
| <p>To develop plans and programs</p> <ul style="list-style-type: none"> - to protect air quality, - to protect surface and ground water quality and quantity, - to manage wastes, - to ensure an adequate quality of drinking water. <p>To provide scientific advice on and monitoring of the environment.</p> <p>To promote the consideration of the environment in the planning and development of undertakings.</p> | <p>To coordinate the Ministry's approach to designated critical issues and orchestrate its intergovernmental activities.</p> | <p>To evaluate the Ministry's policies, programs, and resource needs and to coordinate the effective management and efficient utilization of Ministry resources.</p> | <p>To deliver programs</p> <ul style="list-style-type: none"> - to protect air quality, - to protect surface and ground water quality and quantity, - to manage the disposal of wastes, - to ensure an adequate quality of drinking water, and - to control the use of pesticides. | <p>To provide financial, administrative and personnel support and development services for the Ministry's programs and to ensure compliance with the Ontario Financial and Administrative Manuals.</p> |

First Step of the Process

• Identification of Potential Issues:

A proactive approach to issues identification requires a view of the future; getting that view involves environmental scanning and analysis to anticipate changes that will be salient to future operations.

Future success in adapting to externally-imposed conditions will demand a more systematic understanding of the changing characteristics of the Ministry's "external environment" and the changing needs and expectations of the Ministry's client groups. It is these characteristics and client groups that determine the types of potential issues to be dealt with.

Responsibilities for the identification and evaluation of potential issues are as follows:

- (a) *Each Division is responsible for monitoring significant trends in its external environment, and for anticipating future conditions in that external environment, within the limits of its mandate.*

(b) *Each Division is responsible for identifying potential major issues to the Strategic Planning Committee.*

(c) *Each Division is responsible for identifying major changes in the needs and expectations of its client groups to the Strategic Planning Committee.*

Second Step of the Process

. Development of Priorities and Objectives for Strategic Issues:

Responsibilities for developing priorities and objectives are as follows:

- (a) *The Strategic Planning Committee is responsible for establishing a system for evaluating the priorities of strategic issues.*
- (b) *The Strategic Planning Committee is responsible for evaluating issues submitted by the Divisions.*
- (c) *The Strategic Planning Committee is responsible for submitting to the Executive Committee annually a report on issues under review and an evaluation of their relative priority.*
- (d) *The Executive Committee is responsible for determining which issues should be addressed.*
- (e) *The Strategic Planning Committee is responsible for advising branches of the decisions of the Executive Committee concerning individual issues*

*and for coordinating the establishment of
strategic objectives for priority issues.*

- (f) The Executive Committee is responsible for
approving strategic objectives for those
issues.*

Third Step of the Process

. Identification, Assessment and Selection of Courses of Action:

Once strategic objectives have been approved to deal with identified priority issues, the means of achieving these objectives must be determined. In this step of the Strategic Planning Process, the general approach and schedule for dealing with each issue is selected.

- (a) *Each Division is responsible for formulating realistic alternative courses of action to achieve its strategic objectives, and proposing them to the Strategic Planning Committee.*
- (b) *The Strategic Planning Committee, with the support of Policy and Planning Branch, is responsible for assessing the alternatives.*
- (c) *The Strategic Planning Committee is responsible for recommending a course of action to the Executive Committee.*
- (d) *The Executive Committee is responsible for selecting a preferred course of action.*

Fourth Step of the Process

. Finalization of Corporate Strategic Plan:

In this step, plans are specified in detail for dealing with individual issues within the framework of the approved courses of action, and a corporate package of strategic plans is produced.

Responsibilities are as follows:

- (a) *Once a course of action is approved by the Executive Committee, a detailed implementation plan is to be prepared by the responsible branch and reviewed by Policy and Planning Branch.*
- (b) *The Executive Committee is responsible for approving individual implementation plans.*
- (c) *The Strategic Planning Committee is responsible for producing an annual comprehensive strategic planning report for the approval of the Executive Committee.*

Link to the Policy Development and Approval Process

Strategic planning decisions provide a context for the Ministry's Policy Development and Approval Process. Responsibility for introducing policy changes required to implement courses of action approved within the Strategic Planning Process are assigned to the appropriate branches.

Link to the Operational Planning Process

Implementation plans approved within the Strategic Planning Process are translated into action through the Operational Planning Process. Each branch is responsible for consolidating strategic planning decisions within its operational plan.

ANNEX I

STRATEGIC PLANNING COMMITTEE

Roles and Responsibilities

- . To direct strategic planning research
- . To recommend strategic plans to the Management and Executive Committees

Scope

The Strategic Planning Process is issue oriented and designed to address broader question of Ministry direction and implementation.

Membership

- . Assistant Deputy Minister, Environmental Planning Division
- . Director of Policy and Planning Branch - Chairman
- . Director, Air Resources
- . Director, Water Resources
- . Director, Waste Management
- . Director, Hazardous Contaminants and Standards
- . Director, Laboratory and Applied Research
- . Director, Environmental Approvals and Project Engineering
- . Senior Policy Analysts (2), Policy and Planning Branch

ANNEX II

POLICY DEVELOPMENT AND COORDINATION COMMITTEE

Roles and Responsibilities

- . To identify issues requiring policy development.
- . To identify responsibility for policy development.
- . To ensure proper development of Ministry Policy through the Policy Development Process.
- . To recommend policy options to the ADM, Environmental Planning Division and to the Executive and Management Committees including legislative changes and regulations.

Scope

Policy issues are viewed at a lower level than strategic planning issues and are directed to outlining how staff are to deal with specific situations.

Membership

- . Assistant Deputy Minister, Environmental Planning Division
- . Director of Policy and Planning Branch - Chairman
- . Director, Air Resources
- . Director, Water Resources
- . Director, Waste Management
- . Director, Environmental Approvals and Project Engineering
- . Director, Legal Services
- . Director, Central Region

HC
79
.E5
S771
1982